

Police Management and Staffing Study

5 May 2009



Police Management and Staffing Study

5 May 2009

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Police Management and Staffing Study

Project Business Rules

- First report due to City Council 1 September 2008
- Follow up reports due every 60 days. Next report: **7 July 2009**.
- Once a recommendation has been completed or the decision is made to non-concur with the recommendation that item will be removed from the 60 day follow up report and placed in the completed/closed file
- Recommendations which will result in increased budget requirements will be listed in **green** and will include the budget requirements
- For ease in reading inputs to the project management updates, word documents will be short and succinct
- Inputs and timelines will be established by the Chief of Police with approval from the City Manager
- All project information will be placed on a master CD and hand delivered to offices working on the project
- Once the City Manager has reviewed the document and briefed the Mayor and City Council members, the Public Affairs Office will place the information on the city website for review by the media and citizens

Police Management and Staffing Study

Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.1	1-Nov-08	20-Dec-08																	
2.2	6-Jan-09	27-Feb-09																	
2.3	1-Nov-08	20-Dec-08																	
2.4	6-Jan-09	27-Feb-09																	
3.1	1-Sep-08	15-Mar-09																	
3.2	1-Sep-08	26-Sep-08																	
3.3	30-Jul-08	5-Nov-08																	
3.4	1-Sep-08	15-Dec-08																	
3.5	1-Sep-08	5-Nov-08																	
3.6	1-Sep-08	26-Sep-08																	
3.7	1-Sep-08	26-Sep-08																	
3.8	1-Sep-08	26-Sep-08																	
3.9	6-Jan-09	27-Feb-09																	
3.10	1-Sep-08	26-Sep-08																	
3.11	6-Jan-09	27-Feb-09																	
3.12	1-Sep-08	26-Sep-08																	
3.13	1-Sep-08	26-Sep-08																	
3.14	1-Sep-08	26-Sep-08																	
3.15	4-Nov-08	5-Jan-09																	
3.16	4-Nov-08	5-Jan-09																	
3.17	30-Jul-08	27-Feb-09																	
3.18	1-Sep-08	26-Sep-08																	
3.19	6-Jan-09	27-Feb-09																	
3.20	1-Sep-08	1-Oct-08																	
3.21	1-Sep-08	27-Feb-09																	
3.22	1-Sep-08	26-Sep-08																	

Green: Complete
 Blue: Ongoing
 Red: Past Due

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
3.23	6-Jan-09	27-Feb-09																	
3.24	6-Jan-09	27-Feb-09																	
3.25	1-Sep-08	6-Jan-08																	
3.26	6-Jan-09	27-Feb-09																	
3.27	1-Sep-08	5-Nov-08																	
4.1	4-Nov-08	5-Jan-09																	
4.2	1-Sep-08	27-Feb-09																	
4.3	1-Sep-08	26-Sep-08																	
4.4	4-Mar-09	24-Apr-09																	
4.5																			
4.6																			
4.7	1-Sep-08	26-Sep-08																	
4.8	6-Jan-09	27-Feb-09																	
4.9	4-Mar-09	24-Apr-09																	
4.10	1-Sep-08	26-Sep-08																	
4.11	1-Sep-08	26-Sep-08																	
4.12	1-Sep-08	26-Sep-08																	
4.13	1-Sep-08	26-Sep-08																	
4.14	1-Sep-08	1-Nov-08																	
4.15	1-Sep-08	26-Sep-08																	
4.16	6-Jan-09	27-Feb-09																	
4.17	4-Nov-08	5-Jan-09																	
5.1	4-Nov-08	4-May-09																	
5.2	1-Sep-08	27-Feb-09																	
5.3	1-Sep-08	26-Sep-08																	
5.4	6-Jan-09	4-May-09																	

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
5.5	6-Jan-09	27-Feb-09																	
5.6	4-Mar-09	24-Apr-09																	
5.7	1-Sep-08	26-Sep-08																	
5.8	1-Sep-08	15-Dec-08																	
5.9	4-Mar-09	24-Apr-09																	
5.10	30-Jul-08	5-Nov-08																	
5.11	1-Sep-08	15-Dec-08																	
5.12	1-Sep-08	26-Sep-08																	
5.13	1-Sep-08	26-Sep-08																	
5.14	1-Sep-08	1-Oct-08																	
5.15	1-Sep-08	26-Sep-08																	
5.16	1-Sep-08	5-Nov-08																	
5.17	1-Sep-08	26-Sep-08																	
5.18	1-Sep-08	26-Sep-08																	
5.19	6-Jan-09	27-Feb-09																	
5.20	1-Sep-08	15-Dec-08																	
5.21	1-Sep-08	1-Oct-08																	
5.22	1-Sep-08	26-Sep-08																	
5.23	6-Jan-09	24-Apr-09																	
5.24	1-Sep-08	27-Feb-09																	
5.25	1-Sep-08	26-Sep-08																	
5.26	1-Sep-08	26-Sep-08																	
5.27	1-Sep-08	15-Dec-08																	
5.28	4-Nov-08	5-Jan-09																	
6.1	4-Nov-08	5-Jan-09																	
6.2	4-Nov-08	5-Jan-09																	

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
6.3	4-Nov-08	27-Feb-09																	
6.4	4-Nov-08	5-Jan-09																	
6.5	4-Nov-08	5-Jan-09																	
6.6	4-Nov-08	5-Jan-09																	
6.7	4-Nov-08	5-Jan-09																	
6.8	4-Nov-08	27-Feb-09																	
6.9	4-Nov-08	5-Jan-09																	
6.10	1-Sep-08	26-Sep-08																	
6.11	4-Nov-08	5-Jan-09																	
6.12	4-Nov-08	5-Jan-09																	
6.13	4-Nov-08	5-Jan-09																	
6.14	4-Nov-08	5-Jan-09																	
6.15	4-Nov-08	15-May-09																	
6.16	4-Nov-08	5-Jan-09																	
6.17	4-Nov-08	5-Jan-09																	
6.18																			
6.19	4-Mar-09	4-May-09																	
6.20	4-Nov-08	5-Jan-09																	
6.21	1-Nov-08	15-Dec-08																	
6.22	1-Nov-08	15-Dec-08																	
6.23	4-Mar-09	24-Apr-09																	
6.24	1-Sep-08	26-Sep-08																	
6.25	4-Mar-09	24-Apr-09																	
6.26	1-Sep-08	15-Dec-08																	
6.27	4-Mar-09	24-Apr-09																	
6.28	4-Nov-08	27-Feb-09																	

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
6.29	6-Jan-09	27-Feb-09																	
6.30	6-Jan-09	27-Feb-09																	
6.31	6-Jan-09	27-Feb-09																	
6.32	4-Mar-09	24-Apr-09																	
6.33	30-Jul-08	15-Dec-08																	
6.34	30-Jul-08	15-Dec-08																	
6.35																			
6.36	6-Jan-09	27-Feb-09																	
6.37	4-Mar-09	24-Apr-09																	
6.38	6-Jan-09	27-Feb-09																	
6.39	6-Jan-09	27-Feb-09																	
6.40	6-Jan-09	27-Feb-09																	
6.41	6-Jan-09	27-Feb-09																	
6.42	4-Mar-09	24-Apr-09																	
6.43	30-Jul-08	15-Dec-08																	
6.44	6-Jan-09	27-Feb-09																	
6.45	1-Sep-08	5-Nov-08																	
6.46	1-Sep-08	24-Apr-09																	
6.47	4-Mar-09	24-Apr-09																	
6.48	1-Sep-08	26-Sep-08																	
6.49																			
6.50	1-Sep-08	5-Nov-08																	
7.1	1-Sep-08	26-Sep-08																	
7.2	1-Sep-08	27-Apr-09																	
7.3	4-Mar-09	24-Apr-09																	
7.4	4-Mar-09	24-Apr-09																	

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
7.5	4-Mar-09	24-Apr-09																	
8.1	4-Mar-09	24-Apr-09																	
8.2	4-Mar-09	24-Apr-09																	
8.3	4-Mar-09	24-Apr-09																	
8.4	4-Mar-09	24-Apr-09																	
8.5	1-Sep-08	5-Nov-08																	
8.6	4-Mar-09	24-Apr-09																	
8.7	4-Mar-09	24-Apr-09																	
8.8	1-Nov-08	20-Dec-08																	
8.9																			
8.10	4-Mar-09	24-Apr-09																	
8.11	4-Mar-09	24-Apr-09																	
8.12	4-Mar-09	24-Apr-09																	
8.13	4-Mar-09	24-Apr-09																	
8.14	4-Mar-09	24-Apr-09																	
8.15	4-Mar-09	24-Apr-09																	
8.16	4-Mar-09	24-Apr-09																	
8.17	4-Mar-09	24-Apr-09																	
8.18	4-Mar-09	24-Apr-09																	
8.19	1-Sep-08	26-Sep-08																	
8.20	4-Mar-09	24-Apr-09																	
8.21	1-Sep-08	26-Sep-08																	
8.22	4-Mar-09	24-Apr-09																	
8.23	30-Jul-08	5-Nov-08																	
8.24	30-Jul-08	5-Nov-08																	
8.25	30-Jul-08	5-Nov-08																	

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.26	30-Jul-08	5-Nov-08																	
8.27	30-Jul-08	5-Nov-08																	
8.28	30-Jul-08	5-Nov-08																	
8.29	4-Mar-09	24-Apr-09																	
8.30	1-Sep-08	26-Sep-08																	
8.31	4-Mar-09	24-Apr-09																	
8.32	1-Sep-08	26-Sep-08																	
8.33	4-Mar-09	24-Apr-09																	
8.34	1-Sep-08	26-Sep-08																	
8.35	4-Mar-09	24-Apr-09																	
8.36	30-Jul-08	5-Nov-08																	
8.37	1-Sep-08	26-Sep-08																	
8.38	1-Sep-08	26-Sep-08																	
8.39	4-Mar-09	24-Apr-09																	
8.40	30-Jul-08	5-Nov-08																	
8.41	4-Mar-09	24-Apr-09																	
8.42	4-Mar-09	24-Apr-09																	
8.43	4-Mar-09	24-Apr-09																	
8.44	4-Mar-09	24-Apr-09																	
8.45	4-Mar-09	24-Apr-09																	
8.46	4-Mar-09	24-Apr-09																	
8.47	4-Mar-09	24-Apr-09																	
8.48	1-Sep-08	5-Nov-08																	
8.49	4-Mar-09	24-Apr-09																	
8.50	4-Mar-09	24-Apr-09																	
8.51	4-Mar-09	24-Apr-09																	

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.52	4-Mar-09	24-Apr-09																	
8.53	4-Mar-09	24-Apr-09																	
8.54																			
8.55																			
8.56																			
8.57																			
8.58																			
8.59																			
8.60																			
8.61																			
8.62																			
8.63	4-Mar-09	24-Apr-09																	
8.64																			
8.65	4-Mar-09	24-Apr-09																	
8.66	4-Mar-09	24-Apr-09																	
8.67																			
8.68	4-Mar-09	24-Apr-09																	
8.69	4-Mar-09	24-Apr-09																	
8.70	6-Jan-09	2-Mar-09																	
8.71	4-Mar-09	24-Apr-09																	
8.72																			
8.73	6-Jan-09	2-Mar-09																	
8.74	1-Sep-08	15-Dec-08																	
8.75	1-Sep-08	15-Dec-08																	
8.76	1-Sep-08	26-Sep-08																	
8.77	1-Sep-08	5-Nov-08																	

Green: Complete

Blue: Ongoing

Red: Past Due

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.78	6-Jan-09	2-Mar-09																	
8.79																			
8.80	6-Jan-09	2-Mar-09																	
8.81	6-Jan-09	2-Mar-09																	
8.82	6-Jan-09	2-Mar-09																	
8.83	6-Jan-09	2-Mar-09																	
8.84	6-Jan-09	2-Mar-09																	
8.85																			
8.86	4-Mar-09	24-Apr-09																	
8.87																			
8.88																			
8.89	4-Mar-09	24-Apr-09																	
8.90	4-Mar-09	24-Apr-09																	
8.91	4-Mar-09	24-Apr-09																	
8.92																			
8.93	4-Mar-09	24-Apr-09																	
8.94																			
8.95																			
9.1	30-Jul-08	15-Dec-08																	

Green: Complete
Blue: Ongoing
Red: Past Due

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During this reporting period, the following recommendations have been addressed:

• 4.4	• 8.1	• 8.35	• 8.86
• 4.9	• 8.2	• 8.39	• 8.89
• 5.1	• 8.3	• 8.41	• 8.90
• 5.4	• 8.4	• 8.42	• 8.91
• 5.6	• 8.6	• 8.43	• 8.93
• 5.9	• 8.7	• 8.44	
• 5.23	• 8.10	• 8.45	
• 6.19	• 8.11	• 8.46	
• 6.23	• 8.12	• 8.47	
• 6.25	• 8.13	• 8.49	
• 6.27	• 8.14	• 8.50	
• 6.32	• 8.15	• 8.51	
• 6.37	• 8.16	• 8.52	
• 6.42	• 8.17	• 8.53	
• 6.46	• 8.18	• 8.63	
• 6.47	• 8.20	• 8.65	
• 7.2	• 8.22	• 8.66	
• 7.3	• 8.29	• 8.68	
• 7.4	• 8.31	• 8.69	
• 7.5	• 8.33	• 8.71	

*** Recommendations highlighted in red are closed items that will be removed from the next update.**

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The following recommendations are closed and removed from future reports:

<u>DATE REMOVED</u>		<u>DATE REMOVED</u>		<u>DATE REMOVED</u>	
2.1	6 January 2009	5.3	6 January 2009	6.30	27 February 2009
2.2	27 February 2009	5.5	27 February 2009	6.31	27 February 2009
2.3	6 January 2009	5.7	6 January 2009	6.34	6 January 2009
2.4	27 February 2009	5.8	6 January 2009	6.36	27 February 2009
3.1	24 February 2009	5.10	4 November 2008	6.38	27 February 2009
3.2	6 January 2009	5.11	6 January 2009	6.39	27 February 2009
3.3	4 November 2008	5.12	6 January 2009	6.40	27 February 2009
3.4	6 January 2009	5.13	6 January 2009	6.41	27 February 2009
3.5	6 January 2009	5.14	6 January 2009	6.43	6 January 2009
3.6	6 January 2009	5.15	6 January 2009	6.44	27 February 2009
3.7	6 January 2009	5.16	6 January 2009	6.45	6 January 2009
3.8	6 January 2009	5.17	6 January 2009	6.48	6 January 2009
3.9	27 February 2009	5.18	6 January 2009	6.50	6 January 2009
3.10	6 January 2009	5.19	27 February 2009	7.1	6 January 2009
3.11	27 February 2009	5.20	6 January 2009	8.5	6 January 2009
3.12	6 January 2009	5.21	6 January 2009	8.8	6 January 2009
3.13	6 January 2009	5.22	6 January 2009	8.19	6 January 2009
3.14	6 January 2009	5.24	27 February 2009	8.21	6 January 2009
3.15	6 January 2009	5.25	6 January 2009	8.23	6 January 2009
3.16	6 January 2009	5.26	6 January 2009	8.24	4 November 2008
3.17	27 February 2009	5.27	6 January 2009	8.25	4 November 2008
3.18	6 January 2009	5.28	6 January 2009	8.26	4 November 2008
3.19	27 February 2009	6.1	6 January 2009	8.27	4 November 2008
3.20	6 January 2009	6.2	6 January 2009	8.28	4 November 2008
3.21	27 February 2009	6.3	27 February 2009	8.32	6 January 2009
3.22	6 January 2009	6.4	6 January 2009	8.34	6 January 2009
3.23	27 February 2009	6.5	6 January 2009	8.36	4 November 2008
3.24	27 February 2009	6.6	6 January 2009	8.37	6 January 2009
3.25	6 January 2009	6.7	6 January 2009	8.38	6 January 2009
3.26	27 February 2009	6.8	27 February 2009	8.40	4 November 2008
3.27	6 January 2009	6.9	6 January 2009	8.48	6 January 2009
4.1	6 January 2009	6.10	6 January 2009	8.70	4 March 2009
4.2	27 February 2009	6.11	6 January 2009	8.73	4 March 2009
4.3	6 January 2009	6.12	6 January 2009	8.74	6 January 2009
4.7	6 January 2009	6.13	6 January 2009	8.75	6 January 2009
4.8	27 February 2009	6.14	6 January 2009	8.76	6 January 2009
4.10	6 January 2009	6.16	6 January 2009	8.77	6 January 2009
4.11	6 January 2009	6.17	6 January 2009	8.78	4 March 2009
4.12	6 January 2009	6.20	6 January 2009	8.79	4 March 2009
4.13	6 January 2009	6.21	6 January 2009	8.80	4 March 2009
4.14	6 January 2009	6.22	6 January 2009	8.81	4 March 2009
4.15	6 January 2009	6.24	6 January 2009	8.82	4 March 2009
4.16	27 February 2009	6.26	6 January 2009	8.83	4 March 2009
4.17	6 January 2009	6.28	27 February 2009	8.84	4 March 2009
5.2	27 February 2009	6.29	27 February 2009	9.1	6 January 2009

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COMMUNITY POLICING

CHAPTER 4

4.4 Establish comprehensive performance measurements (key performance indicators) for the Community Resource Team and Police Neighborhood Resource Center.

Police Response: The Police Neighborhood Resource Centers exist to partner with the Greensboro Housing Authority and its residents to improve the quality of life for its residents. This is accomplished through the following objectives:

Objective 1: To reduce narcotics related activities by 5% annually by:

- (a) committing 25% of daily activities to high visibility foot patrols in identified areas
- (b) increase involvement of the “loitering for the purpose of engaging in drug related activities” ordinance
- (c) improve communications with field officers related to PNRC efforts related to this goal using written and oral directives

Objective 2: To reduce domestic violence related incidents by 5% annually by:

- (a) conducting education and training seminars semi-annually
- (b) partnering with Family Services to provide intervention and options to offenders and victims
- (c) improving communications with field officers related to PNRC efforts directed towards this goal

Objective 3: To increase officer and resident awareness of gang-related activities by:

- (a) conducting training for PNRC members
- (b) conducting training for GHA residents

Status: Complete.

Interim City Manager Response: Approve Police response.

4.5 Form a COP/POP reorganization and integration committee, with the four departmental entities currently comprising COP/POP efforts, and patrol, to restructure COP/POP in the Department.

Police Response:

Status:

City Manager Response:

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4.6 Ensure that community- and problem-oriented policing efforts are in compliance with the “Guiding Principles for the Operation and Management of a COP/POP Unit/Entity” articulated previously in this chapter.

Police Response:

Status:

City Manager Response:

4.9 Integrate the activities of patrol officers, traffic officers, detectives, Community Resource Team, Police Neighborhood Resource Center, School Resource Officer, and tactical (currently Tactical Special Enforcement Team, but structured differently) into a coordinated, problem-solving police service model.

Police Response: **We concur in part. The department currently requires participation and cooperation between internal divisions and squads for the successful resolution of community problems. Short term problem solving is achieved through day to day communication. Long term problem solving is achieved by sharing information and recommendations during Departmental Review meetings held twice monthly. This approach has been successful for long-term SCORE projects as well as short-term weather events requiring extra staffing.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

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CRIMINAL INVESTIGATIONS

CHAPTER 5

Criminal Investigations Division

5.1 Initiate steps to provide adequate space for the criminal investigations functions.

Police Response: A new facility is needed to house all Criminal Investigations Division Detectives in the same facility. This should result in savings of time and an increased level of communication between squads. The increased communications should result in higher clearance rates with more cases being solved. This also should improve the management and supervision of detectives because they are currently located at three (3) separate facilities.

Status: Money required to build a new Police facility was requested as a part of the submitted stimulus package. The funds were not included in the money received as a part of the stimulus request. Due to the current economic status, funding to build a new facility is not available. Plans to build in the future will be revisited when the current economic situation improves. Complete.

Interim City Manager Response: Approve Police response.

5.4 Continue with its update of Criminal Investigation Division Standard Operating Procedures and assure that one comprehensive written directive on criminal investigations is included in the Department's written directives system; Standard Operating Procedures should have a specific number, rather than designation as a chapter.

Police Response: Concur. Standard Operating Procedures are reviewed on a regular basis. Emphasis will be placed on creating clearer guidelines for investigations and reporting. In addition, a team of employees is currently reviewing all Directives and Standard Operating Procedures to ensure consistency throughout the department.

Status: Completion date 2 July 2009.

Interim City Manager Response: Approve Police response.

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5.6 Reduce the regular daily meetings of supervisors in the Criminal Investigations Division to one day a week, until and at such time as the squads work in one facility.

Police Response: Concur in part. The following changes have been made:

- Supervisors only meet on Tuesdays at CID
- All of CID meets on Thursdays at the Kitchen Center (this meeting includes Patrol/CRT/other special units/ and outside agencies

Status: Complete.

Interim City Manager Response: Approve Police response.

5.9 Consolidate the Commercial Property Crimes Squad and the Residential Property Crimes Squad into a property crimes section.

Police Response: Do Not Concur. There is very little crossover of suspects from one crime type to the other and staffing levels in each unit are already at a minimum. This change would be in name only and not result in any functional difference for the assigned detectives.

Status: Complete.

Interim City Manager Response: Approve Police response.

Vice/Narcotics Division and Investigative Support Division

5.23 Transfer the two traffic officers and their K-9s currently assigned to work drug interdiction to the Vice/Narcotics Division, and two additional officers should be funded for this function. (New positions would be filled only after patrol officer positions are filled.)

Police Response: Concur in part. After evaluating our needs compared to available resources we are currently considering moving the canines, but not officers as described above.

Status: Final decision will be made by 2 July 2009. Concur: This function has been needed and the need only increases with time. *I do recommend SOD be allowed to replace their positions promptly.

Update: After further consideration, it seems to make more sense to transfer the actual Canines to V/N and have a process to fill the positions of the interdiction team. The manpower issue will be managed by utilizing two vacant positions from TNT and one vacant position from TSET when those occur. There will be a need to upgrade one position from POII to Corporal for supervisory purposes. This will eliminate the reduction of manpower in SOD, which is already operating at a limited capacity. It also reduces the team to three positions rather than the four in the Buracker recommendation. Ultimately, we would like to get to four positions, but three will work.

Interim City Manager Response: Approve Police response.

Police Management and Staffing Study

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SUPPORT/MANAGEMENT SERVICES

CHAPTER 6

Traffic Services Unit

6.15 Analyze the factors related to turnover in the Forensics unit and take steps, as necessary to stem this turnover. The City may need to become involved if attrition is related to salary levels.

Police Response: The factors related to employee turnover rate are two-fold. One is the burnout of employees due to understaffing and the high demands of the CSI and Evidence role. At other agencies such as the Guilford County Sheriff's Department, CSI's are paid significantly more if they have a college degree. There is no educational incentive for non-sworn employees.

Status: On-going. We continually monitor employee turnover rates. Salaries should be revisited to make certain that salaries are at market rate.

City Manager Response: The Human Resource Office will be directed to conduct a Job Analysis of the Forensics positions to insure they are consistent with market value for similar positions within law enforcement agencies in this area. Completion date for the Job Analysis will be 15 May 2009.

6.18 Have routine audits of the Property and Evidence Section conducted by individuals or an agency not affiliated with the Greensboro Police Department.

Police Response:

Status:

City Manager Response:

6.19 Plan for sufficient property/evidence storage space for future needs, based upon growth, annexations and inability to destroy evidence.

Police Response: Concur. The department will continue to evaluate current and future needs for property and evidence storage. These requirements are a part of the review process taken into consideration for future extensions.

Status: Complete.

Interim City Manager Response: Approve Police response.

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6.23 Assure that patrol officers and supervisors are properly trained in their duties regarding the completion and submission of incident reports, including proper classification in accordance with Uniform Crime Report/Incident Based Reporting requirements.

Police Response: In 2009 and beyond, entry level officers will receive enhanced training in the PBIC and the field training program with regard to the procedures for and the importance of proper incident reporting. In 2009-10, Patrol Officers, Crime Scene Investigators, the Telephone Response Unit and Detectives will receive updated training as well.

Status: Complete.

Interim City Manager Response: Approve Police response.

6.25 Conduct quarterly audits of the records process to ensure that all cases are accounted for and have been properly processed, including being forwarded for further review/action.

Police Response: One position from Case Processing is now being utilized as a “quality assurance” check for data files. These checks occur on a daily basis, rather than quarterly.

Status: Complete.

Interim City Manager Response: Approve Police response.

6.27 Absorb the staff of the Case Processing Unit into Records Management and current responsibilities maintained while assuming additional records oriented responsibilities.

Police Response: Do not concur. The number of Case Processing positions has been reduced to the greatest extent possible. Only two positions remain. Personnel assigned to those positions are currently assigned other duties within the division including quality assurance. (See 6.25).

Status: Complete.

Interim City Manager Response: Approve Police response.

Police Management and Staffing Study

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Information Technology

6.32 Establish a task force, designating an individual to be responsible for holding regular meetings each month, for a period of one year, to discuss data issues and assure a team approach from all agencies involved with the Information Technology functions related to public safety.

Police Response: Do not concur. Instead of creating a task force, these issues will be addressed during the monthly Departmental Review. There has been the creation of a Police Tech. support position in the I.T. directorate.

Status: Complete.

Interim City Manager Response: Approve Police response.

6.35 Assure that the multiple automated systems at patrol divisions can communicate with one another. Application requirements must be coordinated with the Department's Information Technology section prior to any development or programming.

Police Response:

Status:

City Manager Response:

Crime Analysis

6.37 Assign personnel in the crime analysis function to work an eight-hour day, Monday through Friday. This schedule should include some evening shifts to assure communication and coordination about crime analysis among patrol officers and investigators.

Police Response: Do not concur. Communication and coordination with Crime Analysts are most easily achieved via email or telephone. This can occur at any time or any day. Analysts are currently assigned a schedule compatible with other IT functions city-wide. The needs of the department and the public are currently being met with that schedule.

Status: Complete.

Interim City Manager Response: Approve Police response.

Police Management and Staffing Study

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Fiscal Management

6.42 Initiate efforts to civilianize the sergeant's position in this unit, and staff the position with an individual knowledgeable in the areas of budget and finance.

Police Response: Concur in part with this request. The department acknowledges the utility of having a non-sworn person in this position. Due to current economic conditions and the depth of knowledge currently held by the sworn pursuing this change is not in our immediate best interests. Planning for the transition from sworn to non-sworn for the entire division is part of our long-term plans.

Status: Complete.

Interim City Manager Response: Approve Police response.

Alarm Program

Logistics

6.46 Consider a more traditional take home vehicle program, at no cost to the participating officers, including permitting the officers to utilize the vehicles for personal reasons.

Police Response: A review of this program has been conducted and information was reviewed for viability. Because of current economic conditions relative to the costs of implementing the program, we do not recommending pursuing the program at this time. Renewed interest should be given to this item should additional funding become available for initial vehicle purchases.

Status: Complete.

Interim City Manager Response: Approve Police response.

6.47 Institute a vehicle dead lining program to promote safety and professionalism.

Police Response: Current vehicle mileage for replacing a vehicle in the fleet has recently been raised to 95,000 miles. This is an effort to create City-wide savings by extending the working life of vehicles. While the actual mileage may vary from year to year based on the needs of the City, we will ensure vehicles are maintained and operated in the way that best promotes operator safety.

Status: Complete.

Interim City Manager Response: Approve Police response.

Police Management and Staffing Study
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6.49 Review the Department's vehicle inventory to ensure the proper allocation and ratios of vehicles.

Police Response:

Status:

City Manager Response:

Police Management and Staffing Study
5 May 2009

WRITTEN DIRECTIVES

CHAPTER 7

7.2 Conduct a regularly scheduled review of both its directives and standard operating procedures to ensure they are current and consistent.

Police Response: We concur with this recommendation. A committee has been assigned to review all directives and standard operating procedures and make recommendations for any needed changes.

Status: This will be an ongoing review process. Complete.

Interim City Manager Response: Approve Police response.

7.3 Consider a differentiating numbering system for directives and standard operating procedures with unique leading identifiers for the bureau and division standard operating procedures.

Police Response: Concur. This item will be considered by the Directives Committee.

Status: Complete.

Interim City Manager Response: Approve Police response.

7.4 Place the accreditation/policy function within the proposed planning unit.

Police Response: The department supports the needs for a planning unit and supports the use of accreditation personnel in that unit if and when established. Because of the current state of the economy we are not moving forward with a planning unit at this time and are instead focused on more immediate needs for service delivery.

Status: Complete.

Interim City Manager Response: Approve Police response.

7.5 Continue the strong support for, and cooperation with, the accreditation function and its related responsibilities.

Police Response: In general the department supports the needs for CALEA and the accreditation function. If funding supports maintaining certification we will continue our long-established tradition of developing policies and procedures based on benchmarks established by CALEA.

Status: Complete.

Interim City Manager Response: Approve Police response.

Police Management and Staffing Study
5 May 2009

HUMAN RESOURCES MANAGEMENT

CHAPTER 8

Recruitment and Selection

8.1 Support a formal and structured recruiting program designed to attract greater quantities of quality applicants, including racial/ethnic and gender minorities for sworn positions. Such an effort should be staffed with at least one permanent and fulltime sworn officer.

Police Response: **Concur.** To date one individual has been temporarily assigned to these duties on a full-time basis. A retired officer has been added to work half-time. Both are tasked with engaging the community in and personally attracting applicants who meet acceptable standards for employment. Currently we are developing “on the road” assessment programs as well as improved screening methods for ensuring candidate suitability.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.2 Continue the annual update of the affirmative action program.

Police Response: **Concur.** Per the existing City’s policy on Affirmative Action planning we will provide annual updates on dates established with Human Resources.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.3 Develop a police officer announcement which has the appeal of the current announcement found only in the application packet.

Police Response: **We consistently look for options to create appealing recruiting material. However, we are currently evaluating our current methods of recruiting to determine overall effectiveness. If the information indicates new printed material would increase the number or quality of applicants we will pursue that option.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

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8.4 Minimize the number of sworn and civilian vacancies that exist at any point in time.

Police Response: We can best minimize the sworn vacancy rate by planning for the time required for entry level officer training. We are currently exploring options to add 30 positions solely for the purpose of isolating the training time as a separate component of law enforcement service. If approved, this will enhance our ability to keep sworn positions filled. Due to a city-wide hiring freeze some civilian vacancies do exist. Critical non-sworn positions are filled with the same haste as sworn positions. A white paper was prepared for budget purposes.

Status: Complete.

Interim City Manager Response: Approve police response.

8.6 Closely monitor the increasing attrition among sworn ranks.

Police Response: Attrition is monitored monthly. The department has seen no significant change in attrition in a number of years. The standard loss per month is relatively stable at 2.5, or .003%. As overall numbers in staffing increase we can expect the number of employees leaving to increase but the overall percentage is expected to remain consistent.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.7 Ensure that there is a program to sequentially track applicant flow/attrition by selection component by gender and race/ethnicity from application to final disposition (i.e., hired or not hired).

Police Response: As of April 2008, the Division of Resource Management has been tasked with assessing and revising the tracking procedures. Minor changes are already in place. Full implementation is will be complete by May 1, 2009.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.9 Require an exit interview to ensure that all personnel attrition is tracked by specific reason, gender and race/ethnicity.

Police Response:

Status:

City Manager Response:

Police Management and Staffing Study
5 May 2009

8.10 Ensure that there is a more active involvement of Human Resources staff in the recruitment and selection of sworn police personnel.

Police Response: Since December 2008, Human Resources staff has been included in all major HR discussions/implementation of changes in the Police Department. We will continue to invite and encourage their participation in all HR matters, not only those pertaining to recruitment and selection.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.11 Ensure that a more formal oral board interview process is employed to include the training of evaluators, guidelines for evaluating applicant responses, and clear procedures for the scoring of applicant performance.

Police Response: The entire promotional process was revised in fall of 2008 following the publication of the consultant's report. Changes were implemented in 2008 and 2009 to include the introduction of assessment centers as a replacement for the oral board process. These services were provided by a neutral, outside service provider who provided training materials related to applicant responses and scoring.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.12 Ensure that adverse impact analyses are conducted for all selection components.

Police Response: Concur. For future promotional processes we will include the adverse impact analyses as part of the contractual agreement with the service provider. For entry level appointments and all internal selections and transfers the analysis will be included in the annual EEO report.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.13 Reduce the size of the current seven-member Chief Selection Committee.

Police Response: Concur. The Selection Committee has been reduced to six members.

Status: Complete.

Interim City Manager Response: Approve Police response.

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8.14 Further reduce the amount of time necessary to fully process a sworn police officer application.

Police Response: **Concur.** Some of the methods already in place to reduce overall time include: streamlining the background process, developing “on the road” testing to be used by recruiters, providing complete information to candidates in the application package and being as transparent as possible with candidates regarding their suitability for employment based on hiring criteria.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.15 Ensure that full-time police recruiter receives formal training in an outside, high quality and recognized police recruiting course.

Police Response: **Do not concur.** Our goal is curb training costs while focusing on strategies that work for successful recruiting. Current data suggests the largest numbers of candidates are actually recruited by existing employees rather than only one person. Rather than pursue attendance at one course our plan is to more fully engage current employees in the recruiting process.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.16 Encourage use of the recruitment incentive program, but consider paying the bonus only after the recruit has successfully completed all or a portion of the academy.

Police Response: **Concur.** Paying the bonus at the successful completion of the PBIC will become our current policy for the next PBIC.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

Police Management and Staffing Study

5 May 2009

8.17 Assess the reasons for all attrition evident in the current Police Basic Instructor's Course academy (i.e., Class 88).

Police Response: **Concur.** Most attrition occurs as result of failing written examinations. The Training Division and the Division of Resource Management are searching for adequate screening tools to more readily identify candidates who are not likely to complete the academy. A reading comprehension tool as well as the existing intelligence test and psychological profile should provide a more complete picture of suitability.

Status: **Complete.**

Interim City Manager Response: **Approve police response.**

Promotions

8.18 Implement the key principles for developing and administering promotional processes for both sworn and non-sworn ranks/classifications as previously described in this section.

Police Response: **Concur.** The promotional process was revised in fall 2008 to include participative assessment exercises for the first time in the history of the department. We have continued to involve Human Resources in the development of tests for 2009.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.20 Continue to encourage minority (i.e., ethnic, racial and gender) participation in all promotional and specialized assignment selection processes.

Police Response: **Concur.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.22 Employ closed-book tests in addition to open-book tests for the ranks of Police Officer II, Senior Police Officer and Master Police Officer.

Police Response: **Concur in part.** Each test should reflect the requirements and expectations for the position. Because these classifications vary on those two dimensions, closed or open book tests should be considered. There is no definitive long-term answer for the suitability of one over the other.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

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5 May 2009

8.29 Ensure that each testing component (e.g., oral board) has specific and detailed benchmarks for every question/sub-question to be used for evaluating candidate performance.

Police Response: Concur in part. Benchmarks can be established. However, there can be multiple correct answers on questions to which candidates orally respond. While benchmarks are an important part of assessments, rater consistency is even more so. Each of these, benchmarking and consistency, will be included as part of our contractual agreements with test vendors.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.31 Continue the systematic collection of data pertaining to the performance of candidates participating in all promotional processes (e.g., number taking each examination component, number passing each examination component, average scores on each component, sex, race/ethnicity).

Police Response: Concur. We have and will continue to collect and evaluate this data.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.33 Assess the presence or absence of adverse impact in all future promotional process components.

Police Response: Concur. This assessment will be conducted at conclusion of a promotional cycle.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.35 Ensure that announcements of all openings in specialized assignments take place.

Police Response: Concur. Announcements are issued via the Division of Resource Management at the direction of division commanding officers.

Status: Complete.

Interim City Manager Response: Approve Police response.

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8.39 Eliminate or substantially revise the Promotional Potential Evaluation (P.E.).

Police Response: Do not concur. The PPE is a mandatory CALEA requirement and as such, we cannot eliminate the process or form.

Status: Complete.

Interim City Manager Response: Approve Police response.

Training and Career Development

8.41 Incorporate community and problem-oriented policing into the recruit academy curriculum.

Police Response: For many years the department and the State have incorporated community policing in the BLET curriculum. For over four years now we used the problem-solving model for training officers in a field setting.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.42 Incorporate diversity training into the recruit academy curriculum.

Police Response: Recruits already receive four hours of training in Human Relations and Diversity. In addition, our approach to producing qualified entry level officers to ensure they have an understanding of the overall community. While classes may not be labeled “diversity training” they all promote that larger level of understanding.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.43 Ensure that there is equity in the distribution of specialty training opportunities.

Police Response: A review of data for calendar year 2008 (produced in March 2008) shows we provided equal opportunity for outside and developmental training opportunities. This review will be conducted on an annual basis.

Status: Complete.

Interim City Manager Response: Approve Police response.

Police Management and Staffing Study
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8.44 Ensure that the subjects of community and problem-oriented policing and diversity are incorporated into both in-service and supervisory training programs.

Police Response: Juvenile and Minority Sensitivity Training (JMST) is a required block of In Service instruction from the state each year. Problem Oriented and Community Policing strategies and philosophies are cornerstone to our PTO program as well. To date we have no placed COP/POP curriculum into upcoming training and do not see a need for additional hours at this time.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.45 Make use of training bulletins as an effective and inexpensive form of continuing in-service training.

Police Response: Concur in part. We do not publish printed training bulletins. We do pursue alternative methods of training to keep costs at a minimum while still promoting continual learning. Current methods include roll-call or video based training. Additionally we are pursuing the use of Granicus for upcoming years.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.46 Ensure that all training programs of whatever type are periodically evaluated as to their effectiveness.

Police Response: This is done through feedback and review of officers' performance. We continually evaluate our programs to ensure accurate and up to date training methods and information.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.47 Combine STEP and C.P. into one career development program.

Police Response: STEP was eliminated in 2008 because the North Carolina Justice Academy already provides similar certification processes. Career Development continues to be utilized as an inexpensive method for promoting employee interest in alternative career paths.

Status: Complete.

Interim City Manager Response: Approve Police response.

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8.49 Conduct an internal audit of training records.

Police Response: Training staff members currently conduct monthly random audits of training records which are recorded on monthly reports. The use of newer software has enhanced our ability to quickly audit data.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.50 Determine whether additional hours of instruction can be deleted from the current recruit academy curriculum.

Police Response: This is actively under review as of April 16, 2009. Complete recommendations to the Chief of Police will be complete by June 30, 2009.

Status: On going.

Interim City Manager Response: Approve Police response.

8.51 Increase the compensation of Police Training Officers.

Police Response: We have presented this as supplemental budget items in previous years. The increase was not approved due to budget issues. We do not anticipate an increase will be in order for the coming fiscal years.

Status: Complete.

Interim City Manager Response: Approve Police response.

8.52 Revitalize the Educational Intern Program.

Police Response: Concur. The process was revised in February 2009 to now include a rotation of assignments for interns in order to give them greater exposure to the scope of law enforcement activities.

Status: Complete.

Interim City Manager Response: Approve Police response.

Police Management and Staffing Study

5 May 2009

Performance Evaluations

8.53 Discontinue use of the term “performance evaluation,” and substitute the term “performance management.” The latter terminology is more encompassing, focusing on improvement/development rather than assessment alone.

Police Response: **Do not concur. The current term is consistent with City and department policy.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.54 Develop a structured performance management system for the ranks of lieutenant, captain and assistant chief.

Police Response:

Status:

City Manager Response:

8.55 Ensure that any performance management system used by the police is consistent with professional and legal guidelines.

Police Response:

Status:

City Manager Response:

8.56 Ensure that what is in performance management policy is in performance management practice.

Police Response:

Status:

City Manager Response:

8.57 Ensure that all supervisory personnel receive training in the use of the new patrol officer performance management forms and system.

Police Response:

Status:

City Manager Response:

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8.58 Ensure that the new Patrol Bureau performance management system is in compliance with the essential elements of a useful and respected performance management system as described earlier in this section.

Police Response:

Status:

City Manager Response:

8.59 Consider eliminating the dimension weights employed in both the current and new performance management systems.

Police Response:

Status:

City Manager Response:

8.60 Ensure revision of Policy 1.3 entitled, "Organization, Rank Structure, and Duties," so as to reflect current characteristics.

Police Response:

Status:

City Manager Response:

8.61 Update and date all Statements of Duties and Responsibilities.

Police Response:

Status:

City Manager Response:

8.62 Develop Statements of Duties and Responsibilities for those positions for which there are none.

Police Response:

Status:

City Manager Response:

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5 May 2009

Loss of Employee Services

8.63 Continue to monitor sick leave usage, and initiate remedial actions with those suspected of abuse.

Police Response: **Concur.** Sick leave is monitored at multiple levels beginning with the first level supervisor. Leave beyond five days requires notification of other work units and Human Resources.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.64 Ensure that employees on limited duty status do not exceed the 130 business day limit unless fully documented and justified.

Police Response:

Status:

City Manager Response:

8.65 Routinely collect information pertaining to the nature and cause of on-the-job injuries sustained by personnel.

Police Response: **Concur.** We do already collect and analyze data in various ways. The Safety Committee (in partnership with HR) reviews organizational data. Police employees who have multiple injuries or accidents may be considered for review according to existing policy. When trends occur the issues are addressed either as department-wide training or as individual performance matters.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.66 Utilize job injury information for the purpose of developing and implementing focused injury prevention initiatives.

Police Response: **Concur.** This practice occurs routinely through reviews of accidents by the Safety Committee as well as reviews of administrative reports involving uses of force. Corrective measures normally result in additional or updated training for all employees or in performance modification for individuals.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

Police Management and Staffing Study
5 May 2009

Labor/Management Relations

8.67 Encourage communication between the two sworn labor groups on issues of mutual concern.

Police Response:

Status:

City Manager Response:

8.68 Revise the current grievance procedure to reduce the current number of review levels, and the time it takes to arrive at formal grievance dispositions.

Police Response: **Concur. All directives and standard operating procedures are currently under review as noted previously. The grievance procedure will be reviewed and revised as appropriate.**

Status: **Established completion date is 15 July 2009.**

Interim City Manager Response: **Approve Police response.**

8.69 Produce more useful analyses of grievances by collectively examining them over multiple years.

Police Response: **Concur. Grievance review is a CALEA requirement and as such, the department has complied with this recommendation for over two decades. Due to a lack of grievances filed, it is difficult to establish any type of consistent trends.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.71 Establish and maintain a non-adversarial climate surrounding the submission of employee grievances.

Police Response: **Grievances are reviewed for fact-based content. When grievances involve recommendations for improvements or remedies and are supported by facts changes do occur. No employee is penalized for submitting grievances.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

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8.72 Redefine the unfounded and not sustained citizen complaint disposition definitions so as to eliminate current ambiguity.

Police Response:

Status:

City Manager Response:

8.79 Perform outreach activities to ensure widespread distribution of both the current Citizen Review Commission and the to-be-developed Greensboro Police Department brochures.

Police Response:

Status:

City Manager Response:

8.85 Develop a written policy which addresses pay while employees are on administrative leave for disciplinary reasons.

Police Response:

Status:

City Manager Response:

8.86 Continue to support and enhance the use of the following programs: Peer Support Program and Team, Chaplaincy Program, Health and Fitness Program, Suggestion Program, Departmental Awards and Extra Departmental Awards Programs, Employee Drug Testing Program, and Psychological Assessment Program.

Police Response: The department has continued or enhanced many programs which promote overall health and well being.

Status: Complete.

Interim City Manager Response: Approve Police response.

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5 May 2009

Off-Duty Employment

8.87 Conduct an audit (City) of the off-duty employment program on an annual basis.

Police Response:

Status:

City Manager Response:

8.88 Assign watch commanders (proposed captains) and commanders of divisions to conduct periodic checks of work sites in the City to assure that personnel are working at a designated location, including days, nights and weekends.

Police Response:

Status:

City Manager Response:

8.89 Explore the potential for software that will match records on payroll by date with off-duty jobs.

Police Response: **Concur. The Division of Resource Management has been tasked with determining if Telestaff can be used to monitor both on and off-duty work hours. The review should be complete by June 30, 2009.**

Status: **On-going.**

Interim City Manager Response: **Approve Police response.**

8.90 Revise the written directive to limit the number of total hours that an employee can work on duty or off duty in any 24-hour period, not just a calendar day.

Police Response: **All directives are under review and revision at this time.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response. It is the expectation that updating directives will be a continual on-going process.**

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8.91 Assure that division commanders monitor the number of off-duty hours worked by their subordinates to assure that off-duty work is not negatively impacting the on-duty work of subordinates.

Police Response: **Concur. Division commanders will be provided a monthly update summarizing the number of off-duty hours worked by personnel.**

Status: Complete.

Interim City Manager Response: **Approve Police response.**

8.92 Institute swift discipline of personnel when there are sustained complaints of employees violating off-duty job policies and procedures, or a failure to manage/supervise personnel engaged in off-duty employment within their commands.

Police Response:

Status:

City Manager Response:

8.93 Assure that the amount of funds for overhead is sufficient to pay for the costs of administering the program and the potential legal costs of civil suits arising from, or in connection with, off-duty employment that is sanctioned by the City.

Police Response: **Concur in part. The revenue generated by the program more than adequately covers the cost of program operation. The determination of potential legal cost associated with off-duty employment is calculated by the City overall as a function of past financial lost and current risk analysis.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.94 Ensure compliance with the policy provision that officers may not exceed the maximum 15 and one-half hours of combined on-duty and off-duty employment.

Police Response:

Status:

City Manager Response:

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8.95 Ensure compliance with the policy governing outside employment so that such employment does not detrimentally impact officers' fitness for regular duty.

Police Response:

Status:

City Manager Response: